



MUTUAL RESPECT



Unit 5 - Mutual Respect You Make the Difference



**Lesson Plan for Employee “Rights” and
“Responsibilities” to a Harassment-free Experience
While Assigned to an Incident**



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Unit 5 - Objectives

Upon completion of this lesson ,participants will be able to ...

- Clearly define the terms: Inappropriate Behavior, Harassment, Sexual Harassment and Mutual Respect.
- Identify the laws and policies that address Civil Rights violations and inappropriate behavior.
- Recognize responsible behavior and inappropriate behavior.



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Objectives Continued ...

- Describe the steps to prevent and correct inappropriate behavior.
- Determine appropriate resources to utilize when a problem exists or occurs.
- Identify avenues available to file a complaint or grievance while on an incident.
- Understand the consequences for behaving inappropriately.



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Mutual Respect Lesson Plan Covers

- Your “Rights”
- Your “Responsibilities”
- Consequences of Behaving Inappropriately, and
- Simple Exercises



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Your Rights

To Work in a Harassment-Free Work Environment

- All employees have the right to work in a harassment-free environment where people treat one another with dignity and respect.
- A harassment-free work environment assists in providing a safe and productive work environment.



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The Law Supports Your Rights!

- **Title VII of the Civil Rights Act defines harassment as a form of discrimination, and therefore, illegal to the workplace.**
- **The 1964 Civil Rights Act, as amended, prohibits discrimination on the basis of race, color, religion, sex, or national origin to influence decisions on hiring, promoting, or firing an individual.**



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Your Rights Continued ...

- Harassment is defined as any unwelcome conduct that is deliberate or repeated which is not asked for and not returned. Harassment may be verbal, non-verbal, or physical.
- Sexual Harassment is defined as deliberate or repeated unsolicited sexual advances such as verbal comments or gestures.



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Your Rights Continued ...

- Harassment is considered unwelcome conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.



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Policy Supports Your Rights

There may be several policies that apply

- **Home Agency Policy**
 - The United States Department of Agriculture &/OR United States Department of Interior
 - (Forest Service/BLM) Policy
 - National Fire and Aviation Policy



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Policy Continued ...

- **Host Agency Policy**
 - State ... depending on location
 - Bureau of Indian Affairs (*BIA*)
 - National Parks Service
- **Incident Policy**
 - Policy established for human behavior, it will apply to you in addition to your Home **AND** their Host Unit policies.

Policy Continued ...

- When all 3 types of policies are in place, all 3 apply to you – one does not override the other.
- All policies protect employees' rights.
- All policies assist in holding employees accountable for “Inappropriate Behavior”.



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Inappropriate Behavior

- Those behaviors counter-productive to ...
 - Agency Objectives
 - Workforce Diversity
 - Retention
 - A Positive, Safe Work Environment
- Inappropriate behavior is **always** against policy and often against the law.



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Resources Available to Assist You

- Remember your rights ...
 - You have a right to assistance from available resources.
 - You have a right, as well as an obligation, to report.
 - You have a right to file a complaint.



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Resources Continued ...

- Your Resources available to assist you are ...
 - Immediate Supervisor
 - Any Other Supervisor or Manager
 - Human Resource Specialist (*HRSP*)
 - Union Officials
 - Agency Administrative Grievance Personnel
 - Employee Assistance Programs (*EAP*)
 - Equal Employment (*EEO*) Counselors



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Your Responsibilities in Maintaining a Harassment-Free Work Environment

- All employees have a responsibility to behave in a manner that ensures a work environment exists where people are treated with dignity and respect, just as they have a right to work in an environment where they are treated with dignity and respect.
- Responsible behavior supports a positive work environment and is considered appropriate behavior.



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Mutual Respect

You Make the Difference



- Your Responsibility to treat people with dignity and respect

+

- Your Right to receive same treatment

=

- Mutual respect



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Respect Continued ...

- Everyone has the responsibility to ...
 - Know current Civil Rights policies, laws and regulations.
 - Report inappropriate behavior.
 - Perform your job, in a safe manner.
 - Behave appropriately and utilize non-discriminatory language in all oral and written communication.
 - Treat others with dignity and respect.



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Respect Continued ...

- As you fulfill these responsibilities, you will assist in maintaining a work environment free of hostility.



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Recognizing Appropriate or Inappropriate Behavior

- There are two different types of behaviors that happen at work.
 - Work Behavior
 - Social Behavior



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Work Behavior

- Actions/behaviors necessary to accomplish the job.
 - Digging fireline
 - Mopping up
 - Sharpening tools
 - Giving and receiving direction
 - Communicating with others clearly and respectfully if conflict or differences of opinion occur.



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Social Behavior

- Social behaviors are actions or behaviors we do at work that are not necessary to get the job done, however, they either make the job more enjoyable or they can make the job miserable.
 - There are both positive and negative social behaviors to be aware of.



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Positive Social Behavior

- Positive Behavior = Appropriate Behavior
 - Positive social behaviors are those that make the job more enjoyable
 - Developing friendships by showing interest in someone as a person – discussing common interests such as family, sports, hobbies, etc.
-  Avoid comment on physical features.



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Negative Social Behavior

- Negative Social Behavior = Inappropriate Behavior ...
 - Most commonly identified as blatant harassment/discrimination.

however ...



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Behavior Continued ...

- Most commonly occurring is the reactive, insensitive and/or unconscious inappropriate behavior.
 - ✓ Put down humor/sarcasm
 - ✓ Arguing, fighting and quick tempers
 - ✓ Inappropriate joking, teasing, and hazing



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Recognizing the “Red Flags” of Inappropriate Behavior

In those possibly being
mistreated ...

- Withdrawal - Removing themselves from the group, attempting to make themselves look less attractive, becoming moody, sensitive and/or serious.
- Denial - “He or she can’t really be coming on to me” or “I must have misunderstood their intention”.



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Behavior Continued ...

- ❏ **Blame** - victims often blame themselves for whatever is happening to them or how they are feeling.
- ❏ **Shows** - signs of embarrassment.



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Behavior Continued ...

- In those who treat others inappropriately ...
 - ✘ Invalidate Victim's Claims – “He/she can't take a joke, they have no sense of humor”, “I was just teasing”.
 - ✘ Provide Excuses – “I was just trying to be nice or compliment him/her.”
 - ✘ Defend themselves.
 - ✘ Blame others.



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Take Action to Deal With Simple Problems!

- Remember why you're assigned to the incident. If you're on a fire, you're there to "put out the fire".
- No time for unnecessary conflict around ...
 - Borderline humor
 - Sarcasm
 - Inappropriate comments

Problems Continued ...

- It detracts from the job and presents safety concerns.
- Take responsibility upon yourself to stop it while it's small.



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Problems Continued ...

- Conduct yourself in a manner that treats others with dignity and respect. Ask yourself:
 - Does my behavior go towards getting the work done?
 - Is my behavior a social interaction? If my behavior is a social interaction, is the behavior positive, neutral or is it negative and detracting from the work environment?



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Problems Continued ...

- What are the effects of my behavior on the person receiving communication? Positive or Negative?
- Live by the following simple guideline:

“If in doubt, don’t do it!”



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Problems Continued ...

- Get comfortable with calling people on inappropriate behavior ...
 - **Respond clearly** – repeat the exact behavior they did that you are not comfortable with.
 - **Be direct and to the point** – tell them it is not OK for them to repeat or continue with their behavior.
 - **Get commitment** – tell them no explanation is needed, just a commitment that it won't happen again.



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Problems Continued ...

- It should be as simple as telling them to “buckle up” ...

or

“Grab your hard hat, we wear them around here!”



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Problems Continued ...

- Get comfortable with responding to requests for you to stop behaving in the manner you are ... practice it yourself and set the example!
 - Don't provide explanations.
 - Don't give reasons or excuses.
 - **Simply acknowledge** that what you said or did bothered them and it will not happen again.

Problems Continued ...

- **REMEMBER** ... regardless of the intent, when you realize the behavior is unwelcome, the behavior needs to **STOP**.

If the behavior continues or is repeated, it **IS** harassment.



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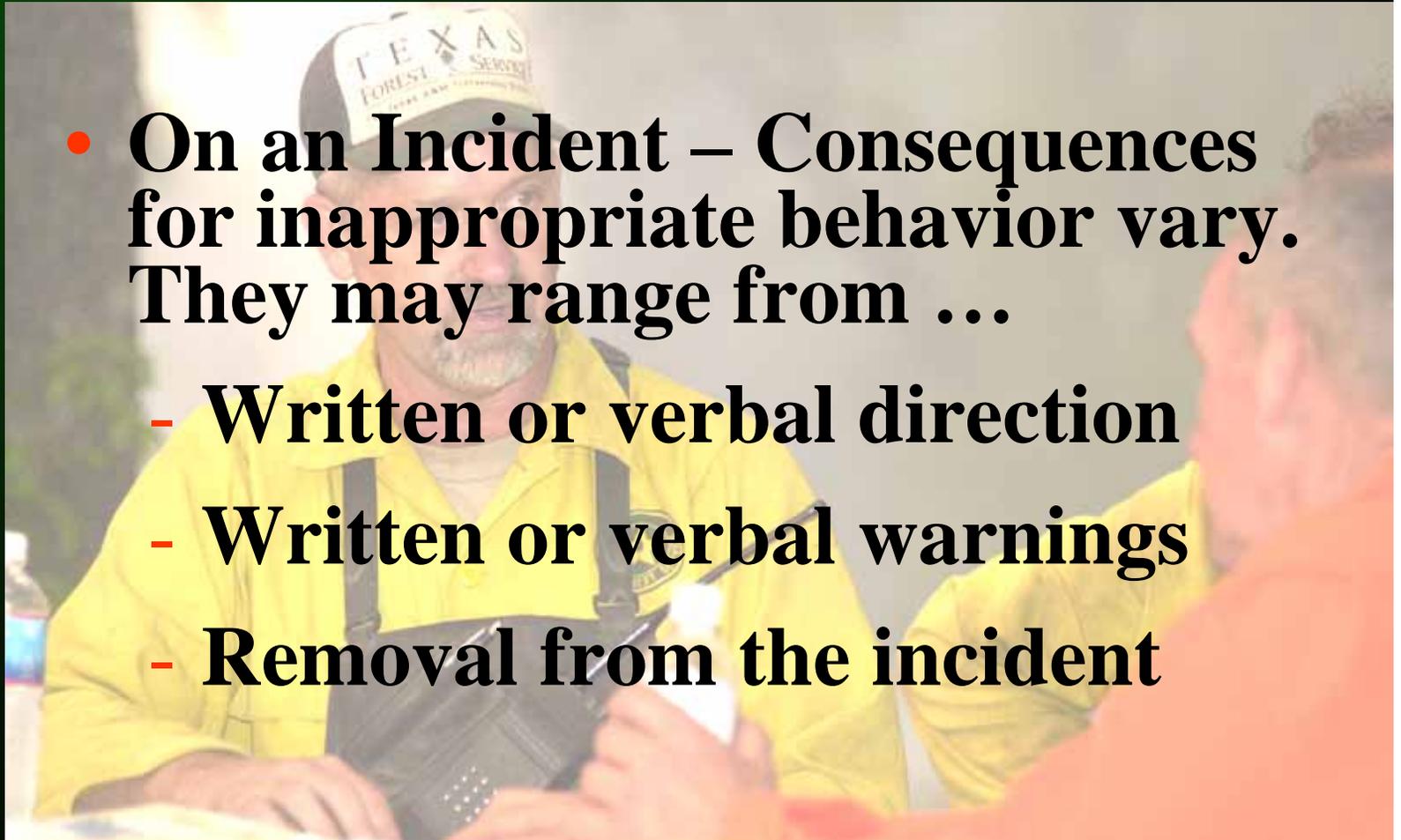


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Consequences for Behaving Inappropriately

- **On an Incident – Consequences for inappropriate behavior vary. They may range from ...**
 - **Written or verbal direction**
 - **Written or verbal warnings**
 - **Removal from the incident**





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Behaving Inappropriately Continued ...

- At your Home Unit – If your behavior on the incident is serious enough, a package of documentation around the circumstances, may be sent to your home unit.

Your home unit **may choose** to take adverse action against you.



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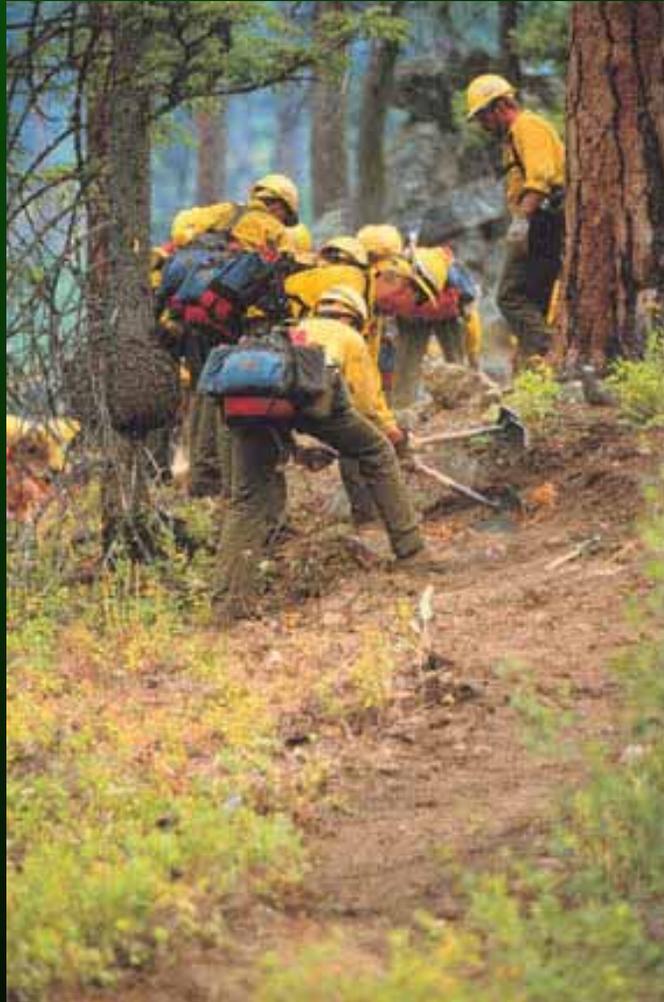
Behaving Inappropriately Continued ...

- The penalties following your return home may range from ...
 - Written or verbal direction
 - Verbal warnings
 - Letters of warning or reprimand
 - Up to and including **termination** of employment



Simple Exercises to Practice

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Exercise 1: Discrimination

- A non-minority crew leader supervises a 10-person crew, which includes two women and five minorities. When appointing a person to fill in behind the crew leader during his/her absence (*an Acting Supervisor*), the supervisor always chooses a white female. You are not the white female being chosen for the Acting assignment.



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Exercise 1: Discussion Questions

- Does a policy and/or law cover this situation?
- What are your rights in this scenario if any?
- What are your responsibilities in this scenario if any?
- What resources on an incident are available to you if needed?
- What consequences might the supervisor expect for their behavior?



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Exercise 2: Harassment

- Telling raunchy jokes or jokes about blonds, Jewish people and gays, is a favorite pastime of your crew. It is OK because no one on the crew is blond, Jewish, or gay; and in fact, no one objects! However, the guys think it's really funny to tell dirty jokes around Joan. The look on her face when they get to the punch line just cracks them up. If looks could kill ...



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Exercise 2: Discussion Questions

- Does a policy and/or law cover this situation?
- What are your rights in this scenario if any?
- What are your responsibilities in this scenario if any?
- What resources on an incident are available to you if needed?
- What consequences might the supervisor expect for their behavior?
- What consequences might members of the crew expect?



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Exercise 3: The Supervisor & Subordinate Relationship

- *Al (the supervisor of the crew) sees Sally (a crewmember) as a potential crew boss. Sally is assertive, well organized, has learned quickly the aspects of becoming a skilled firefighter, has an outstanding work ethic and maintains a strong safety attitude. Al has assisted Sally in developing a plan for her development in her career. Everyone on the crew respects Sally and supports her in learning to become a crew boss.*

Sexual Harassment? Yes

No





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Relationship Continued ...

- The crew worked well together at the beginning of the season, however, as Al worked at mentoring Sally and assisting her in her career development, Al and Sally became intimately involved. Al and Sally spent most of their time together, off duty as well as on duty. Other crewmembers began to feel Sally was getting preferential treatment, extending beyond career development. When crewmembers shared their concern with Al, he became angry and told them his personal life was “none of their business”.

Sexual Harassment? Yes  No



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Relationship Continued ...

- Sally noticed her fellow crewmembers irritability and concern. She felt uncomfortable around them and began to work alone and not participate in crew activities. Sally broke off the relationship with Al. Al's response to Sally was angry. Al told Sally, "I got you where you are today and if you want to continue in this organization you should remember those who helped you!"

Sexual Harassment? Yes  No



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Exercise 4: The Contractor

- One of your women crewmembers complains about sexual harassment from a contract caterer. Your supervisor tells her there is not much she can do when a non-government employee does the harassing.

Sexual Harassment? Yes  No



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Exercise 5: The Hugger

- Sharon, the crew boss of your crew, is very friendly and is considered to have a warm and compassionate personality. She frequently hugs her crewmembers.

Sexual Harassment or Inappropriate Behavior?

Yes 

No 



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Hugger Continued ...

- Jim tells Sharon he is uncomfortable with her when she hugs him and he would like her to stop. He goes on to explain he is from a family that only shows affection in private settings. Sharon acknowledges Jim's request and tells him she will not hug him again. Several weeks later Sharon begins her practice of hugging him again. However, Sharon only hugs him when they are alone. Jim feels Sharon does not "get the message" and goes to the Human Resource Specialist for assistance.

Is Sharon's action **Sexual Harassment or Inappropriate Behavior**? Yes  No

Hugger Continued ...

- The Human Resource Specialist and Jim contact Sharon and explain the concern Jim has with the continued use of hugs. Sharon is quite embarrassed and apologizes to both Jim and the Human Resource Specialist. She attempts to explain to the HRSP her background and why she uses hugs to show appreciation for her employees at work. The HRSP responds it is not important “why” Sharon uses hugs, but rather, it is more important to find another form of appreciation for Jim since he is not comfortable with the hugs. Sharon tells Jim and the HRSP she will stop hugging Jim. ...*continued*



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Hugger Continued ...

- Jim and Sharon leave together and return to the crew. While walking back to the crew, Sharon “lights into Jim” telling him she has told him repeatedly, if he or any of the crewmembers have issues within the crew, keep it “in-house” and work with her to solve the problem. Sharon tells Jim if he had been more specific about his concern with the hugs, had come back to her instead of going to the HRSP, things would have been solved in a more acceptable manner!

Sexual Harassment or Inappropriate Behavior? Yes  No



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Exercise 6: The Rookie

- You are the newest member to the crew. You were hired in the middle of the season to replace someone who was promoted to another position. Upon your arrival you are given “on the job” training because the formal training to all new firefighters was only offered at the beginning of the season. While you are learning the job you are asked to do the menial jobs. You are asked to do all the clean up jobs and while on the line you are always asked to be at the front of the line. . . . *continued*



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Rookie Continued ...

- The front of the line is where the hardest manual labor is required. Your fellow crewmembers (*those in the same type and grade level as you*) refer to the specific jobs you are assigned as the “dirt” jobs. At first you are told you are required to do the “dirt” jobs because you need to learn from the ground up, just as everyone else has.

Inappropriate Behavior? Yes  No 



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Rookie Continued ...

- After you feel you have all the necessary skills mastered and your supervisor praises your work, you ask why you still have to be the only one doing all the “dirt” jobs. Your supervisor tells you it is because “you are the new kid on the block” and until someone else comes in, you are it!

Inappropriate Behavior? Yes  No



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Rookie Continued ...

- You complain to a couple of the other crewmembers and they laugh at you and say, “What is your problem? We ALL had to be where you are, just grin and bear it!” You notice your peers are beginning to call you “rookie” and make jokes referring to the “rookie”.

Inappropriate Behavior?

Yes 

No



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Exercise 7:A “Night on the Town”

- You were on a crew made up of employees from several different units. Since you did not know everyone when you were dispatched to your first assignment, it took some time for everyone to get to know each other and work well together. You all became great friends! This was your second assignment together since you were dispatched. You were approaching your “Rest and Recuperation” (*R&R*) days off, were tired, missing your families, and **EVERYONE** was ready to go home!

... *continued*



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On the Town Continued ...

- The base camp was located next to a small vacation town complete with restaurants and bars. Since the base camp was not a “closed camp” you and your crew walked to one of the local bars for a few beers and dinner.

Inappropriate Behavior?

Yes  No 



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On the Town Continued ...

- Before the end of the evening, the Crew Boss became intoxicated, loud, used offensive language and made “passes” at one of the female crewmembers, Sue. Sue was not interested, ignored his persistent efforts, and finally left the bar alone, to return to base camp. The Crew Boss at one point told one of his male crewmembers that he thought Sue was playing “hard to get”.

Inappropriate Behavior or Sexual Harassment? Yes  No



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On the Town Continued ...

- The remainder of your crew left the bar shortly after Sue. The alcohol everyone had been drinking influenced all crewmembers' judgment; therefore no one was able to locate the crew sleeping area. The crew returned to base camp in the early hours of the morning and several crews were disrupted. Several folks yelled at your crew, however, the crew boss told us not to worry, everything was all right. He said it was our "off duty" hours and the government couldn't tell us how to spend our "personal" time. Besides, we weren't in pay status, right? ... *continued*



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On the Town Continued ...

- The next morning, the Crew Boss missed his briefing. The Squad Boss from the crew showed up at the briefing shortly after it was finished and attempted to find out the crew's assignment for the day. The Squad Boss complained of a headache and smelled of alcohol. The Operations Chief told him to get some coffee, get the Crew Boss and meet them at the Human Resource Specialist Tent. **Were the actions of Squad Boss and the Crew Boss inappropriate behavior? Yes  No**



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Exercise 7: A “Night on the Town”

- What do you think were the overriding issues discussed at the HRSP tent?



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